

We want tenants and other customers to find it easy to participate in and influence our decisions, at whatever level they feel comfortable.

Tenants and other customers can get involved in our decision-making process in many ways. We hope this strategy makes it clear to our tenants and other customers that we want to shape our service to reflect their views. If you have any questions about getting involved, please don't hesitate to get in touch.

This is the full version of the Strategy. A summary leaflet is also available.

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## Equal Opportunities Statement

The Association will not discriminate on the grounds of age, disability, gender reassignment, marriage, and civil partnership, pregnancy & maternity, race, religion or belief, sex, and sexual orientation.

**If you or someone you know would like this strategy in any other format, please contact us.**

[www.clydebank-ha.org.uk](http://www.clydebank-ha.org.uk)

0141 941 1044

96% of tenants are satisfied with the service we provide

Read on for some of the ways to get involved...

### Attend our tenant events



### Read and respond to our newsletter articles

#### We Worked Hard to Limit Your Rent Increase to 2.9%

We have worked hard to limit our rent increase for 2013/2014 to 2.9%, 0.2% below December's rate of inflation. This is the fourth year in a row we have been able to cover our management and maintenance costs whilst applying a below inflation rent increase which is one of the lowest, if not the lowest, in the district. Joe Farrell, Housing Manager, said, "We are aware of the financial difficulties our tenants are facing and whilst endeavouring to limit any increase, we need to cover the increasing costs of delivering a high standard of service to tenants". Joe continued, "However, the staff and Committee have pulled together to make savings on our budget to limit the increase to tenants, with no compromise on service or repairs". Tenants were invited to be involved in the rent setting process through the Tenant's Consultation. Our Dedicated Tenants' Group.



### Set up or join a residents' group



### Become a shareholder. Get invited to our AGM and Social Event



### Join our Management Committee



## Clydebank Housing Association at a glance...

We are a social rented housing provider operating in Clydebank, West Dunbartonshire, for nearly 30 years. We are responsible for the management and maintenance of 1,070 homes for rent, mainly in the central Clydebank, Linnvale, Drumry, Whitecrook and Radnor Park areas of the town. We also have 59 shared ownership properties and are a factor to c. 600 owner occupiers.

During 2012 - 2013, we let 94 properties, sold 1 properties under the Right to Buy scheme and purchased 4 properties, one through the Scottish Government's Mortgage to Rent scheme. We have 853 waiting list applicants.

We own and manage a popular regeneration centre, Centre81, in Whitecrook. We have a wholly owned subsidiary providing heat and hot water to over 350 residents of Radnor Park, CHA Power Ltd.

We have a turnover from rents of just under £3.4 million. We have 32 staff (full time equivalent is 28.8) including caretakers, cleaners, Centre81 and temporary staff. We are run by a committee of local volunteers, our Management Committee. There is currently 12 Management Committee Members whose attendance at meetings for the year was 79.5 %. We had 5.08 % of days lost through staff absence in the year.

The Scottish Housing Regulator collects financial and performance information from us and uses this information to decide the level of engagement they have with us e.g. low, medium or high. The Regulator has assessed our engagement level as low meaning that it is happy with the information provided and our current performance.

*As at 31 March 2013*



## 1. What is Tenant Participation?

There are many long winded official definitions but tenant participation is about us genuinely caring about your opinion on our services, acting where at all possible on your feedback and then giving you feedback so you know how valuable your comments are to us in helping us to provide a better service.

We can help you in whatever way you feel comfortable participating and giving us your opinions. It could mean attending a one-off meeting, being involved with a residents group, or returning a questionnaire or newsletter cut-off slip to us.

We want tenants and other customers to find it easy to participate in and influence our decisions, at whatever level they feel comfortable.

## 2. What's in it for me?

Being involved with the Association can provide you with lots of skills and knowledge or build on skills and knowledge you already have.

We will provide individuals and groups with any training and support that they need.

## 3. What's in it for the Association?

If our tenants and other customers are happy we are happy! We have always embraced old and new ways to involve and consult tenants even before the Housing (Scotland) Act 2001 made it legislation. We were founded by members of the local community in 1984, two of which currently serve on our voluntary management committee.

We recognise the importance of tenant participation and consultation, as a way of monitoring both the effectiveness of our policies and the quality of services provided.

In addition to the legislation requirements, there is now a new set of outcomes and indicators that we fully intend to meet and are set out in the Scottish Social Housing Charter.

A Charter summary is enclosed on page 24.

#### 4. Who are the Association's customers?

- Tenants
- Sharing Owners
- Owners
- Housing Applicants
- Job Applicants
- Members of the Association
- Members of the public
- Contractors
- Consultants
- Local Authorities
- Other Housing Associations
- The Scottish Housing Regulator
- The Scottish Government
- Lenders; and so on

#### 5. How we make it easy for you to participate

More detail on these options and our timescales is available in our Action Plan on pages X to X.

##### Publications

All information is automatically sent to tenants in the format they have requested eg. large print or on audio CD as per our Information in Different Formats Procedure. We make sure all published information is legible and in plain English.

We issue a quarterly newsletter, ChitChat, to all tenants, our sharing owners, owner occupiers, shareholders and other interested parties. ChitChat contains information about our activities, new services or schemes and tenants rights, such as their right to repairs, compensation and participation.



It invites comments on various issues, for example, proposed improvements, rent setting, new policies and policy changes.

It provides details of complaints we have received and the service improvements put in place as a result and tenant participation activity and the difference tenant involvement is making to our service. It contains a cut-off comment slip so that tenants and other customers can easily feedback to us.

When we asked tenants in our 2013 tenant satisfaction survey of 531 tenants, 73 % chose our quarterly ChitChat newsletter as their preferred method of being kept informed. 91 % of tenants told us they read our newsletter (with 57 % always reading it and 34 % sometimes reading it). This therefore continues to be one of our main ways of providing information on our services and decisions. 93 % of tenants think that we are good at keeping them informed.

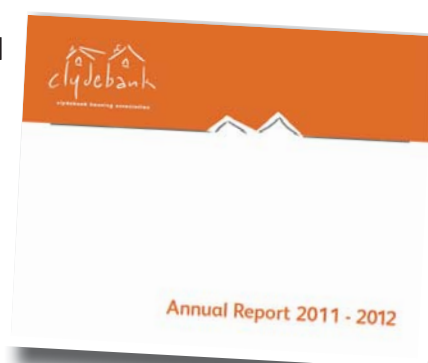
##### Listening to tenants' views

When tenants were asked in the 2013 survey how satisfied or dissatisfied they were that we listen to tenants' views and act upon them, **85% were satisfied** and 9 % were not.

(6 % said neither/nor or did not have an opinion)

We issue an annual report to all tenants, and also sharing owners, owner occupiers, shareholders and other interested parties, with details of our performance. 37 %

of tenants told us in our 2013 Satisfaction Survey that they always read the annual report and 36 % sometimes do. We will look to make the annual report more user friendly and interesting to try to increase this number.



##### Opportunities to participate in decision making

When tenants were asked in the 2013 survey how satisfied or dissatisfied they were with the above, , **91% were satisfied** with the opportunities provided.





# OwnerNews

## CHA Re-appointed as Property Factor!

### Bargained


With the introduction of the new Property Factor Bill, which came into force on 1 March 2012, all of our property factors in Scotland are now required to be registered with the Scottish Government and adhere to the Code of Conduct.

The Code of Conduct states that property factors should provide good Service to their Customers.

Although we could have followed the new format of service, after many years of experience and a reputation for honesty and integrity, we have decided to remain as we are. We have decided to remain as we are, to ensure that we can continue to provide the best service to our customers and to ensure that we can continue to provide the best service to our customers.

We are pleased to announce that we have been re-appointed as the Property Factor for the following properties:

- 1. 100, 102, 104, 106, 108, 110, 112, 114, 116, 118, 120, 122, 124, 126, 128, 130, 132, 134, 136, 138, 140, 142, 144, 146, 148, 150, 152, 154, 156, 158, 160, 162, 164, 166, 168, 170, 172, 174, 176, 178, 180, 182, 184, 186, 188, 190, 192, 194, 196, 198, 200, 202, 204, 206, 208, 210, 212, 214, 216, 218, 220, 222, 224, 226, 228, 230, 232, 234, 236, 238, 240, 242, 244, 246, 248, 250, 252, 254, 256, 258, 260, 262, 264, 266, 268, 270, 272, 274, 276, 278, 280, 282, 284, 286, 288, 290, 292, 294, 296, 298, 300, 302, 304, 306, 308, 310, 312, 314, 316, 318, 320, 322, 324, 326, 328, 330, 332, 334, 336, 338, 340, 342, 344, 346, 348, 350, 352, 354, 356, 358, 360, 362, 364, 366, 368, 370, 372, 374, 376, 378, 380, 382, 384, 386, 388, 390, 392, 394, 396, 398, 400, 402, 404, 406, 408, 410, 412, 414, 416, 418, 420, 422, 424, 426, 428, 430, 432, 434, 436, 438, 440, 442, 444, 446, 448, 450, 452, 454, 456, 458, 460, 462, 464, 466, 468, 470, 472, 474, 476, 478, 480, 482, 484, 486, 488, 490, 492, 494, 496, 498, 500, 502, 504, 506, 508, 510, 512, 514, 516, 518, 520, 522, 524, 526, 528, 530, 532, 534, 536, 538, 540, 542, 544, 546, 548, 550, 552, 554, 556, 558, 560, 562, 564, 566, 568, 570, 572, 574, 576, 578, 580, 582, 584, 586, 588, 590, 592, 594, 596, 598, 600, 602, 604, 606, 608, 610, 612, 614, 616, 618, 620, 622, 624, 626, 628, 630, 632, 634, 636, 638, 640, 642, 644, 646, 648, 650, 652, 654, 656, 658, 660, 662, 664, 666, 668, 670, 672, 674, 676, 678, 680, 682, 684, 686, 688, 690, 692, 694, 696, 698, 700, 702, 704, 706, 708, 710, 712, 714, 716, 718, 720, 722, 724, 726, 728, 730, 732, 734, 736, 738, 740, 742, 744, 746, 748, 750, 752, 754, 756, 758, 760, 762, 764, 766, 768, 770, 772, 774, 776, 778, 780, 782, 784, 786, 788, 790, 792, 794, 796, 798, 800, 802, 804, 806, 808, 810, 812, 814, 816, 818, 820, 822, 824, 826, 828, 830, 832, 834, 836, 838, 840, 842, 844, 846, 848, 850, 852, 854, 856, 858, 860, 862, 864, 866, 868, 870, 872, 874, 876, 878, 880, 882, 884, 886, 888, 890, 892, 894, 896, 898, 900, 902, 904, 906, 908, 910, 912, 914, 916, 918, 920, 922, 924, 926, 928, 930, 932, 934, 936, 938, 940, 942, 944, 946, 948, 950, 952, 954, 956, 958, 960, 962, 964, 966, 968, 970, 972, 974, 976, 978, 980, 982, 984, 986, 988, 990, 992, 994, 996, 998, 1000, 1002, 1004, 1006, 1008, 1010, 1012, 1014, 1016, 1018, 1020, 1022, 1024, 1026, 1028, 1030, 1032, 1034, 1036, 1038, 1040, 1042, 1044, 1046, 1048, 1050, 1052, 1054, 1056, 1058, 1060, 1062, 1064, 1066, 1068, 1070, 1072, 1074, 1076, 1078, 1080, 1082, 1084, 1086, 1088, 1090, 1092, 1094, 1096, 1098, 1100, 1102, 1104, 1106, 1108, 1110, 1112, 1114, 1116, 1118, 1120, 1122, 1124, 1126, 1128, 1130, 1132, 1134, 1136, 1138, 1140, 1142, 1144, 1146, 1148, 1150, 1152, 1154, 1156, 1158, 1160, 1162, 1164, 1166, 1168, 1170, 1172, 1174, 1176, 1178, 1180, 1182, 1184, 1186, 1188, 1190, 1192, 1194, 1196, 1198, 1200, 1202, 1204, 1206, 1208, 1210, 1212, 1214, 1216, 1218, 1220, 1222, 1224, 1226, 1228, 1230, 1232, 1234, 1236, 1238, 1240, 1242, 1244, 1246, 1248, 1250, 1252, 1254, 1256, 1258, 1260, 1262, 1264, 1266, 1268, 1270, 1272, 1274, 1276, 1278, 1280, 1282, 1284, 1286, 1288, 1290, 1292, 1294, 1296, 1298, 1300, 1302, 1304, 1306, 1308, 1310, 1312, 1314, 1316, 1318, 1320, 1322, 1324, 1326, 1328, 1330, 1332, 1334, 1336, 1338, 1340, 1342, 1344, 1346, 1348, 1350, 1352, 1354, 1356, 1358, 1360, 1362, 1364, 1366, 1368, 1370, 1372, 1374, 1376, 1378, 1380, 1382, 1384, 1386, 1388, 1390, 1392, 1394, 1396, 1398, 1400, 1402, 1404, 1406, 1408, 1410, 1412, 1414, 1416, 1418, 1420, 1422, 1424, 1426, 1428, 1430, 1432, 1434, 1436, 1438, 1440, 1442, 1444, 1446, 1448, 1450, 1452, 1454, 1456, 1458, 1460, 1462, 1464, 1466, 1468, 1470, 1472, 1474, 1476, 1478, 1480, 1482, 1484, 1486, 1488, 1490, 1492, 1494, 1496, 1498, 1500, 1502, 1504, 1506, 1508, 1510, 1512, 1514, 1516, 1518, 1520, 1522, 15



# Tenant Census Questionnaire

2012

**Please provide us with up to date details for your tenancy. Refer to the following example census to see what information we are looking for.**

|  |                |
|--|----------------|
| Name   |                |
| Address  |                |
| Phone Tel No:  | Postcode:      |
| Mobile Tel No:   | Email Address: |
| <b>On your return, please bring this form to your local Housing Officer (Name and Address)</b> |                |

**Please take any person who is currently living in your home and provide the following details, on this each person. The Tenant (1) must have Tenancy (2) should be listed first. If there is a joint tenant in your home, please list them all and add the next family member e.g. wife, son, daughter, partner.**

| Name and Relationship to Tenant, e.g. husband, wife, son, daughter, Partner or relative | Date of Birth | Is this person part of your family? (If Yes, it is part of the Tenancy) | Is this person in receipt of any Welfare Benefit? (If Yes, list the benefit) |
|---|---------------|---|--|
|   |               |   | Is this person under 16 years of age or under 18 and in full time education? |
|   |               |   | Is this person a tenant?   |

**Emergency Contact Details**  
 This is someone we could contact when you are not at home in an emergency, possibly a family member or friend who may also have a key to your property. Please list who they are e.g. mother, father, Grand, cousin etc.

[illegible]

- Becoming a Shareholder of the Association
- Our Customer Care Promises
- Making a Complaint
- Your Rent Charge
- What to do if you have Rent Arrears
- Housing Benefit

General housing information packs are available in many languages from our reception or on request, including Chinese, Farsi, Gaelic and Kurdish, in topics such as:

- Housing Options
- Homelessness
- What is Council Tax?

**We are developing a housing applicant newsletter** as we want to give clear and effective information to our applicants on the services we provide, their options for becoming involved with us, how we allocate homes and the housing options available to them.

## Supporting tenants/residents groups

**We attend meetings of local tenants/ residents groups**  
Staff at all levels regularly attend committee and public meetings of local tenants and residents groups to discuss issues of shared



**We hold public meetings** whenever we think it's beneficial to our customers. Recently we held 3 meetings for our owners when new factoring legislation was introduced as well as sending information by post.

## Knowledge

**We are members of the Tenant Participation Advisory Service** This means we are informed about new ideas, best practice, updates to legislation etc.

**We train, update and support our staff and committee in tenant participation, communication and equalities issues** by providing an induction covering these topics to all new members of staff, providing training for them at suitable intervals and keeping the internal Intranet up to date with details of tenant participation activities.

### Customer Satisfaction

**We regularly ask our tenants and other customers what they think about us and act on their feedback** For example, in February 2013, an independent company carried out our 3-yearly Tenant Satisfaction Survey and spoke face to face to over 530 tenants about their views on our services. Results of this and our improvement plan will be issued to tenants in June 2013.

On an on-going basis we also ask:

- all new tenants what they thought of our sign up and allocations process
- all tenants who've reported a neighbour complaint what they thought of the complaints process
- all those who have been rehoused on medical groups how a move has helped them
- all those who have a rent arrears arrangement how they found the assistance provided to them
- all those who have had a major or cyclical repair how satisfied they are with the repair/process
- 20 % of those who have had a repair carried out what they think of the service received
- 50 % of our rent paying tenants every three years if they think their rent is affordable
- all those who have purchased their home through the right to buy how satisfied they were with the process

We use the results received to continue to improve our service.

### Customer Involvement

**We have a dedicated point of contact** to deal with tenant participation issues. All staff and Committee are actively committed to tenant participation, however, naturally staff from both Housing Management and Maintenance are mainly involved.

### Case Study 1: Tenant Conference 2012

On 2 November, we held our 7th Tenant Conference in Centre81. A free crèche was offered and transport was provided.

22 tenants attended this all day event learned about welfare reform and the Scottish Social Housing Charter and the impact of both on tenants through a variety of workshops (4).

A play created by local group Mental Health in Mind on money matters was watched (2). We launched our new Housing Application pack and our Setting Up a Tenants' Group publication. Tenants enjoyed a hot lunch and refreshments, browsing information stalls from a variety of local and national organisations (1) and many tenants toured our community gardens and met with the Centre's community chickens (3)!

Comments from the evaluation forms received were very positive and our staff enjoyed another opportunity to meet with tenants.



However, our Communications Officer is our tenants' first point of contact and has designated responsibility for all Tenant Participation matters.

**We have a growing consultation register** with tenants and other customers wishing to be contacted for their views when we have new or updated policies for consultation.

**We encourage new tenants to get involved** When a tenant signs their tenancy agreement, we actively encourage them to become a shareholder of the Association. We also issue and explain a variety of information including their right to buy their home, how to make a complaint and their right to repair.

**We encourage membership of our Association** Local people can become shareholders by purchasing a £1.00 lifetime share of the Association. Shareholders can attend and vote at our Annual General Meeting and enjoy the sponsored social event afterwards. If elected, they can then join our voluntary Management Committee, who make all the important decisions about the way we operate.

**We hold a free, informative tenant conference** at least every two years so that all tenants and staff have the opportunity to come together and discuss issues of shared interest and concern.

**We hold public meetings, open days at the office and send individual letters and questionnaires** with reply-paid envelopes when appropriate, for example, when we are proposing major repairs and improvements to tenants' homes.

**We will continue with our 'open door' policy for all staff** where tenants and other customers are easily able to visit, speak to or make appointments with staff members at all levels.

**We strive to find different ways to engage with tenants and other customers** for example, we use a texting service to remind tenants of their rent arrears arrangements, gas servicing appointments etc. and are looking at utilising the texting service for other uses. We are holding our first Big Lunch in July, a one-day community get together - an idea from the Eden Project. Also, we would hold focus

groups and field trips where applicable. We held some 'Cuppa&Chat' afternoons in Whitecrook when residents wanted to discuss local issues.

## Case Study 2

An old but worthy example...

**In Radnor Park we consulted with tenants about proposed new central heating by:**

- Having three open days in a local venue (1)
- Meeting regularly with the local tenants' group
- Organising a focus group of over 30 tenants and meeting with them on over 10 occasions
- Taking the focus group to Perth and Hutcheson Town to view similar systems
- Staff attending public meetings to provide presentations/gaining feedback
- Providing bi-monthly newsletters to consult and update (19 no.)

During our last inspection by the Scottish Housing Regulator (then Communities Scotland), (October 2004, point 6.16) they commented:

"A wide range of consultation was carried out before the project was committed. Residents we spoke to were strongly in favour of the project and very satisfied with the Association's work. This is an example of both innovation and positive practice".





## Consulting tenants and tenants groups about changes in policy

Where there are **significant** changes proposed which would affect tenants we will:

- include article in newsletter (at first opportunity)
- take the proposed changes to the Management Committee for approval as consultation copy
- write out to tenants on consultation register and tenants group members with covering letter, consultation document and reply paid envelope
- include consultation document on website
- suggest/encourage focus groups where applicable
- give at least one calendar month to respond
- feedback results personally to tenants who responded
- feedback results to tenants as a whole via newsletter and website

Where there are **minor** changes proposed to policies or new policies created which may not significantly affect tenants we may still decide to:

- include article in newsletter (at first opportunity)
- write out to tenants on consultation register and tenants group members with covering letter, original or new policy and reply paid envelope
- give at least one calendar month to respond
- suggest/encourage focus groups where applicable
- feedback results personally to tenants who responded
- feedback results to tenants as a whole via newsletter and website

In our covering letter, we will include:

- how and when the final decision will be taken
- how the proposal will affect tenants
- how and within what timescale tenants can make their views known to us (around a month is just about right usually)
- details of how the tenants will receive feedback
- who's dealing with the consultation
- information on how and where to complain

## Consulting with tenants groups about other issues

We will meet regularly with representatives of tenants' groups to discuss ideas, interests and concerns, exchange information and to advise them of pending policy changes.

This will usually be the Communication Officer's (CO) responsibility. The CO will then liaise with Senior Staff on any required actions.

### Some real, recent examples of customer participation...

May 2013:

- Radnor Park 50th anniversary celebration dinner and 60's style celebrations with over 60 tenants (right)
- Radnor Park Multis Tenants and Residents Association (RPMTRA) training and information session with Housing and Finance Managers
- Director and Maintenance Manager attend RPMTRA Annual General Meeting and provided information on the Scottish Social Housing Charter and reporting requirements



April 2013:

- Provided £1,280 annual grant to RPMTRA
- Consultation with RPMTRA and consultation register on 3 maintenance policies
- Addition of form on website for tenants and other customers to join our consultation register/ focus groups

March/April 2013:

- Liaison with tenants and RPMTRA over plans for 50th anniversary celebration of Radnor Park community
- Customer care policy consultation with RTO and consultation register

February 2013

- Independent Tenant Satisfaction Survey with 531 of our tenants

December 2012

- RPMTRA training session on rent and service charge setting with Housing Manager

November 2012

- All day tenant conference
- 3 public meetings with owners regarding factoring legislation changing

September 2012

- RPMTRA training on welfare reform with our Housing Manager

## 6. How we help tenants and other customers to become involved

There are many barriers which may affect how well our strategy works. Examples of some of these barriers are listed below. Also listed is our commitment to help deal with these barriers. We want our strategy to include all of our tenants and other customers.

When asked in our 2013 tenant satisfaction survey, in your view, does anything prevent you from getting involved with Clydebank Housing Association? 82 % said there were no barriers whereas 18 % (98 no.) offered some guidance as to why they were not getting involved; 36 % were too ill/old, 30 % were not interested, 27 % said they had no time and 4 % were housebound.

We are mindful that 44 % of tenants said they had at least one person in the home with a disability. Our biggest non-British ethnic group of tenants are White Polish at 0.4 %.

### Low Income

People may be unable to attend meetings or events because of family responsibilities.

*We will offer crèche facilities during meetings and events free of charge, or make available official childcare allowances to allow people to attend participation meetings and events.*

### Location of Meetings

Meeting places may not be suitable, for example, office accommodation upstairs may not be suitable for wheelchair users unless it has been adapted.

*We will try always to hold meetings in venues used by the community that are accessible, convenient and secure. Transport costs will be paid. We can also arrange home visits.*

### Times of Meetings

Meeting times may not be convenient for people, for instance, in an area with high unemployment meetings during the daytime may be preferred.

*We will arrange meetings to take account of the needs and preferences of local households.*

*Example: we changed our Tenant Conference 2009 format to allow access to those who could not make it during the daytime.*

### Jargon/Lack of Clarity

The use of complex agendas, housing terms or complex statistical data can lead to non-participation.

*We will publish all information in a user-friendly style and a format that is clear and in plain English. We will provide training to give tenants appropriate knowledge.*

### Finance and Level of Resources

Lack of funds can mean that participation cannot develop properly.

*We will make sure that adequate funds are provided to develop tenant participation, both within the Association and within our tenants group(s). Read more information in sections 8 and 9.*

### Attitude

How staff approach or respond to groups and individuals and the assumptions they make may hinder good working relationships.

*We have a designated member of staff for contact on all tenant participation issues. We will provide training to staff on tenant participation, communication and equalities issues. We want to provide a service where every tenant and other customer has their individual needs recognised and is treated fairly and with respect.*





## Information Needs

A tenant or resident may need information in a different format.

*We have an Information in Different Formats procedure which allows us to deal with any information need very quickly. We currently, automatically provide information to tenants in large print, on audio CD and in another language. We can provide information on computer disk, in Braille, in plain text and so on.*

## 7. Staff Responsible for Tenant Participation

Staff from both Housing Management and Maintenance are those mainly involved in tenant participation activities. However, all staff and Committee are actively committed this strategy.

Staff acknowledge that tenants being involved in and shaping the delivery of services which affect them, means happier tenants and therefore happier staff!

Our Communications Officer has designated responsibility for all Tenant Participation matters.

## 8. Resources Needed for Tenant Participation

We take our commitment to tenant participation seriously and as such tenant participation is included in the budget for each staff section, for example, maintenance, housing management and so on.

Our budgets cover the cost of:

- Cost of writing, designing, printing and distributing newsletters
- Cost of other information produced for tenants
- Cost of tenant satisfaction surveys and other ways of getting feedback
- Cost of tenant participation events such as joint training and the tenant conference
- Cost of supporting/training tenants' groups
- Cost of extra activities this year to encourage tenant and other customer involvement
- Cost of staff involved in Tenant Participation activities

## 9. Supporting Tenants' Groups

### Financial support

We will provide financial support to tenants' groups. However, groups who apply that are not registered as a Registered Tenants Organisation (RTO) with us or who are not working towards registration may be funded at a reduced rate or supported to a different degree, at our discretion.

Criteria for and description of payments is shown over the page.

All payments are made to contribute to the running costs of the tenants' group such as:

- Printing
- Stationery
- Travel costs
- Tea/coffee for meetings
- Venues for meetings/public meetings/AGMs
- Publicity/advertising
- Training/conference attendance
- Affiliation/membership
- Translation/interpreting

### Support in kind

We will also support tenants' groups with resources in kind. Examples of this are detailed below:

- offering our premises for meetings
- putting together their tenants' newsletter and printing in either black & white (free) or colour (charged at cost price)
- putting together and printing smaller items such as meeting notices, agendas etc. (no charge if colour)
- administrative support (for example, taking minutes at meetings, photocopying, sending out mailings and booking meeting venues)
- including a tenant representative in our training programme (such as certain Committee training)

### Special grant and training grant

We can provide Special and Training grants. However, there will be an element of 'reasonableness'; that the request fits in with the group's activity and does not duplicate grants already awarded.

|                | Amount/Formula  | Criteria  |
|----------------|---|---|
| Start Up Grant | £200 for 0-250 tenancies represented                      | For groups aiming to set up as properly constituted body, the grants are for copying, postage, hire of meeting rooms, telephone calls and publicity etc. Groups should fulfil a number of conditions such as representing one of our areas of operation, having a bank account or other recognised agency that can hold the money; that basic records are kept and that the group can demonstrate that it is developing into a properly constituted and representative body. To make sure this criteria is being met, we may request to have a member of staff present at their meetings. |
|                | £300 for 251-500 tenancies represented                    |   |
|                | £400 for 501+ tenancies represented                       |   |
| Annual Grant   | £400 + £2.00 per tenant for 0-250 tenancies represented   | Paid to properly constituted groups for running costs. Criteria for payment to include: <ul style="list-style-type: none"> <li>a constitution and membership policy in place and acceptable to the RSL to ensure the group is representative</li> <li>the group has regular General, Public and Committee meetings</li> <li>that no excessive surplus exists, which is defined as more than a years' grant amount</li> </ul>  |
|                | £500 + £2.00 per tenant for 251-500 tenancies represented |   |
|                | £600 + £2.00 per tenant for 501+ tenancies represented    |   |
| Special Grant  | Not usually exceeding £750.00 in any one year             | Applications will be considered for one off expenditure such as a conference attendance, purchase of equipment, organised excursions etc.*  |
| Training Grant | Not usually exceeding £750.00 in any one year             | Applications will be considered for attendance at training courses, seminars, conferences *   |

There should usually be a contribution of approximately 50 % from the tenants' group. Further information is contained in the table above and within the application forms on pages 29 & 30.

## 10. Supporting Local Community Groups

We will support local community groups that have aims and objectives which are broadly similar to our own (see page 22) and whose members live mainly within our area of operation. Support could be offered in a variety of forms, for example:

### Use of equipment

We will allow occasional use of equipment at the request of local community groups provided that:

- there is no disruption to the normal running of the office (access is restricted to office hours)
- equipment is not removed from the premises
- users of equipment are familiar with our Health and Safety policy and are trained to use the equipment properly

Regular use would not normally be encouraged but in any case it would be at the discretion of our Management Committee.

### Use of facilities and accommodation

The Management Committee will consider each request individually and may give permission subject to the above.

### Sharing information

Much of our information is already publicly available but we will provide copies of other policies and procedures on request. An exception to this may be if the other agency is a competitor for local stock or development sites and giving them information may be harmful to us.

### Providing a donation

We may also provide a donation. Groups should contact us if they wish to ask for a donation for a specific purpose, which would be at the discretion of the Management Committee.

## 11. Registering your tenants' group with us

The criteria and an application for registering your group with us as a Registered Tenants Organisation (RTO) under the Housing (Scotland) Act 2001 are available on page 26.



Although we gather and take account of views of all tenants, other customers and tenants' groups, becoming an RTO means consultation with your group is covered under the Housing (Scotland) Act 2001 and requires us to take account of representations of your group.

(All tenants have the right to consultation as individuals through their Scottish Secure Tenancy Agreement).

A decision will be made on applications to register within 28 days of it being received (except during our Committee's summer break in July). This decision will generally be reached by the Finance, Staffing and General Purposes Sub Committee.

If accepted, the registration will last for three years. However, if there are significant changes to constitution, membership or area of operation, the RTO may be required to re-register.

### Groups that do not wish to register

If a tenants' group decides not to register with us, we are very likely to still support and consult with the tenants' group, however, consultation with such a group would be outwith the statutory provisions of the Housing (Scotland) Act 2001.

## 12. Tenants and Residents Groups

It is recognised that groups may comprise a mix of tenants and residents. Residents are sharing owners and owner occupiers. There is nothing to prevent a mixed group of tenants and residents applying to be registered provided they meet the necessary criteria and provided there is a mechanism in place within the RTO for the views of the tenants of that landlord to be sought, for example, through tenant only surveys or tenant sub-committees.

Please note that as we receive no income from residents, we can only provide funding for the tenants represented by RTOs, as detailed within section 9.

### Regional Networks

Regional Networks were set up in 2008 to help Registered Tenant Organisations (RTOs) engage

with the Scottish Government on issues of national policy. There are 9 regional networks. No tenants' groups in West Dunbartonshire currently participate in the regional networks.

Their objective is to improve the housing and well-being of tenants and residents in Scotland. They work to promote tenants and residents interests in housing, planning, community regeneration, the environment and community safety.

Their website is [www.regionalnetworks.org.uk](http://www.regionalnetworks.org.uk).

## 13. Tenant Federations

The criteria for the registration of local tenant federations will be the same as for individual tenants' groups. A federation, which is registered with each of the landlords in its area of operation will have statutory rights to be consulted by those landlords on housing and related issues affecting the area served by its membership. This will give the federation direct involvement with such issues rather than through each of the member groups concerned.

As with tenants' groups representing tenants of two or more different landlords, it is essential that when consulted by a particular landlord, a tenants' federation can make sure that the views given are representative of the tenants of that landlord. Where a local federation does not have tenants of a particular landlord, there is no statutory duty on that landlord to register that federation.

West Dunbartonshire Tenants and Residents Organisation is the umbrella group for the tenants groups in West Dunbartonshire and is supported by the Council. Although our tenants' groups could not join this organisation, they would be happy to meet up with our tenants' groups. This would allow them to discuss what they are currently working on/doing and get advice from groups who may have had similar issues.

Hugh O'Donnell is the contact for the WDTR:  
Email: [hod2@talktalk.net](mailto:hod2@talktalk.net)  
Tel: 01389 732979



## 14. A Relationship Breakdown

The relationship between us and the groups that we work with should be mutually beneficial – the groups get to influence what is happening with their housing services and we get feedback from our tenants with which we can improve and develop our services.

If we feel there is a relationship breakdown between the Association and a tenants' group we will meet with the tenants' group to try to resolve the matter in the first instance.

We will involve mediation services, as recommended by the Scottish Housing Regulator, if both parties feel it would be beneficial.

However, if the relationship sours to the point where it is beyond retrieval, we have to make a judgement as to whether we should continue to support a group which may be working against us.

If we know a group is being consistently destructive, or doubts emerge as to how representative a group actually is, then we can suspend or end a relationship with that group. Please note this decision will not be taken lightly and will be a last resort. To help make this decision we would look at the group's constitution and whether it has been adhered to, whether regular meetings of the group are held, level of membership, attendance and so on.

## 15. Removal from the Register of Tenants' Organisations

An RTO can be removed from the Register in any of the following circumstances:

- The tenants' organisation no longer meets the registration criteria; or
- The tenants' organisation ceases to exist or does not operate; or
- There is mutual agreement between us and the tenants' organisation
- Relationship breakdown

Removal from the register will only take place after 21 days. Notice will be served in writing to all registered committee members of the organisation, setting out the reasons for removal and the effective date of removal.

## 16. Appeals

A tenants' group may appeal against our decision to:

- Not register the group; or
- Remove the group from the Register; or
- Not remove the group from the Register

You may appeal to our Management Committee in the event of the above. You should contact us immediately if you wish to appeal. The appeal process will be complete within three months. If you are not satisfied with the outcome, the appeals process will be considered by the Scottish Housing Regulator, on behalf of the Scottish Government.

## 17. Monitoring and Reviewing our Performance

It has been recognised by the Scottish Housing Regulator that landlords are good at recording their tenant participation activity but it is difficult to assess what the impact or effectiveness of this is on the way the landlords operate.

We will therefore look at ways to record not only tenant participation activity, but how that activity has impacted upon the Association. We recognise that being able to demonstrate real influence is important in sustaining tenant and other customer involvement.

Monitoring and reporting on our progress against our Action Plan (pages 14-21) should go some way to achieving this.

## 18. Review of the Strategy

This strategy will be updated every year in consultation with our tenants' group(s) and fully reviewed every three years with tenants and other customers and tenants' groups. Next full review due by April 2016.



## 19. Contact Details



Clydebank Housing Association Ltd  
77-83 Kilbowie Road  
Clydebank  
G81 1BL

Tel: 0141 941 1044  
Fax: 0141 941 3448  
Contact: Communications Officer  
E-mail: [info@clydebank-ha.org.uk](mailto:info@clydebank-ha.org.uk)  
Web: [www.clydebank-ha.org.uk](http://www.clydebank-ha.org.uk)

**If you would like more information about tenant participation, there are many places to find it, including the following:**



TPAS Scotland  
74-78 Saltmarket  
Glasgow  
G1 5LD

Tel: 0141 552 3633  
Fax: 0141 552 0073  
E-mail: [enquiries@tpasscotland.org.uk](mailto:enquiries@tpasscotland.org.uk)  
Web: [www.tpasscotland.org.uk](http://www.tpasscotland.org.uk)



Tenants Information Service (TIS)  
Suite 335, Baltic Chambers  
50 Wellington Street  
Glasgow G2 6HJ

Tel: 0141 248 1242  
Fax: 0141 221 1911  
E-mail: [jmiller@tis.org.uk](mailto:jmiller@tis.org.uk)  
Web: [www.tis.org.uk](http://www.tis.org.uk)



Scottish Housing Regulator  
Highlander House  
58 Waterloo Street  
Glasgow  
G2 7DA

Tel: 0141 271 3810  
E-mail: [shr@scottishhousingregulator.gsi.gov.uk](mailto:shr@scottishhousingregulator.gsi.gov.uk)  
Web: [www.scottishhousingregulator.gov.uk](http://www.scottishhousingregulator.gov.uk)

## Our Promises 2013-2016

| What  | Why?   |
|---|--|
| <b>Policy</b>   |  |
| <p>Where there are significant changes proposed which would affect tenants we will:</p> <ul style="list-style-type: none"> <li>• include article in newsletter (at first opportunity)</li> <li>• take the proposed changes to the Management Committee for approval as consultation copy</li> <li>• write out to tenants on consultation register and tenants group members with covering letter, consultation document and reply paid envelope</li> <li>• include consultation document on website</li> <li>• suggest/encourage focus groups where applicable</li> <li>• give at least one calendar month to respond</li> <li>• feedback results personally to tenants who responded</li> <li>• feedback results to tenants as a whole via newsletter and website</li> </ul> | <ul style="list-style-type: none"> <li>• To meet our statutory duties</li> <li>• To allow tenants and other stakeholders to influence our decisions</li> <li>• For tenants and other customers to influence our decisions</li> <li>• For tenants and other customers to influence our decisions</li> <li>• So that we can use feedback to improve our services</li> </ul>  |
| <p>Where there are minor changes proposed to policies or new policies created which may not significantly affect tenants we may still decide to:</p> <ul style="list-style-type: none"> <li>• include article in newsletter (at first opportunity)</li> <li>• write out to tenants on consultation register and tenants group members with covering letter, original or new policy and reply paid envelope</li> <li>• suggest/encourage focus group where applicable</li> <li>• give at least one calendar month to respond</li> <li>• feedback results personally to tenants who responded</li> <li>• feedback results to tenants as a whole via newsletter and website</li> </ul>   | <ul style="list-style-type: none"> <li>• To allow tenants and other stakeholders to influence our decisions</li> <li>• For tenants and other customers to influence our decisions</li> <li>• For tenants and other customers to influence our decisions</li> <li>• So that we can use feedback to improve our services</li> </ul>  |
| <b>Customer Satisfaction</b>  |  |
| Carry out a 3 yearly independent tenant satisfaction survey of approx. 50 % of the tenants  | <p>To gather a wide variety of tenant feedback to improve and shape our services</p> <ul style="list-style-type: none"> <li>• how satisfied tenants are with our services</li> <li>• the ethnic origin and disability of tenants</li> <li>• whether tenants feel we are listening to their views on services and decisions</li> <li>• how satisfied tenants are with our services and decisions</li> <li>• how satisfied tenants are with our services and decisions</li> <li>• how satisfied tenants are with our services and decisions</li> <li>• how satisfied tenants are with our services and decisions</li> <li>• whether tenants feel that their views are being listened to</li> </ul> |
| Feedback results of 3 yearly independent tenant satisfaction survey and our improvement plan to tenants   | To encourage future involvement in our services and decision making  |
| Carry out a 3 yearly owner occupier satisfaction surveys  | To collect details on how satisfied owner occupiers are with the service provided. Use feedback to improve our services and performance  |
| Carry out a 100 % survey of tenants who have reported anti social behaviour   | To use feedback for continuous improvement   |
| Carry out a 100 % survey of tenants who have been rehoused due to medical need  | To use feedback for continuous improvement   |
| We aim to carry out 100 % new tenant visits within 4-8 weeks and during visit carry out a survey of new tenants' experience of allocation of property and sign up.  | To use feedback for continuous improvement   |





|  | Who's Responsible?   | When?         | Achieved? | Proof |
|--|--|---------------|-----------|-------|
| <p>es on tenant participation</p> <p>customers the opportunity to participate in and</p> <p>omers to understand how and why we make</p> <p>omers to understand the services we provide</p> <p>ck received to improve services and performance</p>  | <p>Relevant Senior Staff</p> <p>Member</p> <p>Communications Officer</p> | Ongoing       |           |       |
| <p>customers the opportunity to participate in and</p> <p>omers to understand how and why we make</p> <p>omers to understand the services we provide</p> <p>ck received to improve services and performance</p>  | <p>Relevant Senior Staff</p> <p>Member</p> <p>Communications Officer</p> | Ongoing       |           |       |
| <p>ant satisfaction levels and useful information to</p> <p>s including:</p> <p>with the overall service we provide</p> <p>ility details of our tenants</p> <p>e good at keeping them informed about our</p> <p>with the opportunities given to them to</p> <p>making process</p> <p>with the quality of their home</p> <p>with the repairs and maintenance service</p> <p>with our management of their neighbourhood</p> <p>their rent represents good value for money</p> <p>nt by demonstrating how feedback influences</p> | <p>Communications Officer</p>  | March 2016    |           |       |
| <p>ed factored owners are with the factoring</p> <p>for continuous improvementof our services and</p>  | <p>Senior Staff</p> <p>Communications Officer</p>                        | June 2013     |           |       |
| <p>improvement of our services and performance</p>   | <p>Finance Manager</p>   | November 2014 |           |       |
| <p>improvement of our services and performance</p>   | <p>Housing Manager</p>   | Ongoing       |           |       |
| <p>improvement of our services and performance</p>   | <p>Housing Manager</p>   | Ongoing       |           |       |
| <p>improvement of our services and performance</p>   | <p>Housing Manager</p>   | Ongoing       |           |       |

## Our Promises 2013-2016 *continued*

| What?   | Why?  |
|---|---|
| <b>Customer Satisfaction Continued</b>  |   |
| Carry out an independent rent affordability study with 50 % of tenants who pay full rent  | To use feedback for continuous improvement  |
| Carry out a 20 % survey of tenants who have had a repair carried out  | To use feedback for continuous improvement  |
| Carry out a 100 % survey of tenants who have had a major or cyclical repair   | To use feedback for continuous improvement  |
| Carry out a 100 % survey of tenants who have purchased their home through the right to buy  | To use feedback for continuous improvement  |
| <b>Publications</b>   |   |
| Ensure all published information is in a legible format and in plain English  | So that tenants and other customers can find it easy to read and tenants and other customers find it easy to use  |
| Publish and distribute 4 copies of ChitChat newsletter each year to tenants   | So that tenants are receiving up to date information and giving the opportunity for feedback  |
| Publish complaints and compliments information in ChitChat newsletters and on our website   | So that we are demonstrating that we are listening to feedback received to improve our service  |
| Include a feedback/comment slip in each ChitChat newsletter   | To make it easy for tenants and other customers to provide feedback on our services   |
| Provide Tenant Participation progress reports in ChitChat newsletters   | Demonstrate to tenants the positive impact of their participation   |
| Publish and distribute an annual report each year with details of key performance indicators  | Improved tenant and other customer satisfaction and performance   |
| Publish and distribute an annual Owner Occupier newsletter each year  | To inform on our activities over the past year  |
| Review our general information leaflets at reception/on the website on an annual basis  | To ensure the information our tenants and other customers receive is up to date   |
| Review our information leaflets provided at reception in other formats on an annual basis   | To enhance opportunities for participation and engagement with minority groups  |
| Develop new information leaflets in other formats as required   |   |
| Develop maintenance policy summary leaflets for reception   | Provide tenants with information on maintenance services  |
| Develop a newsletter for our housing applicants   | <ul style="list-style-type: none"> <li>To lead in terms of good practice</li> <li>To give clear and effective information and advice, provide, their options for becoming a tenant and the housing options available to them</li> </ul> |
| Develop an innovative and cost effective new tenants handbook in conjunction with tenants and other customers   | To provide new tenants with valuable information on maintaining their tenancy and to manage their tenancy   |
| In conjunction with tenants and other customers, develop a suitable report format for reporting the Scottish Housing Regulator's assessment of our performance to our tenants and other customers | To ensure tenants and other customers are aware of our performance report   |
| To update and provide Taking a Wider View information booklet to all tenants and all customers  | To signpost residents and customers to relevant services together with Clydebank Housing Association services   |

|  | Who's Responsible?   | When?                  | Achieved? | Proof |
|--|--|------------------------|-----------|-------|
| Improvement of our services and performance  | Housing Manager  | November 2015          |           |       |
| Improvement of our services and performance  | Maintenance Manager  | Ongoing                |           |       |
| Improvement of our services and performance  | Maintenance Manager  | Ongoing                |           |       |
| Improvement of our services and performance  | Finance Manager  | Ongoing                |           |       |
|  |  |                        |           |       |
| is excluded from our services and to ensure easy to communicate with us                                    | All Staff  | Ongoing                |           |       |
| late information on our services and activities back and participation                                     | Communications Officer   | Quarterly              |           |       |
| ve value complaints and that we use feedback   | Depute Director<br>Communications Officer                        | Quarterly              |           |       |
| er customers to make complaints and provide  | Communications Officer   | Quarterly              |           |       |
| impact that getting involved has on service  | Communications Officer   | Quarterly              |           |       |
| er awareness of Association activities and   | Communications Officer   | Each year - by October |           |       |
| past year and consult on our plans for the future  | Finance Officer<br>Maintenance Manager                           | Each December          |           |       |
| ts and other customers receive is relevant and   | Communications Officer   | May 2014               |           |       |
| ocation and involvement amongst ethnic   | Senior Staff   |                        |           |       |
|  | Communications Officer   | Ongoing                |           |       |
| our maintenance service  | Maintenance Manager<br>Communications Officer                    | December 2013          |           |       |
| e<br>nation to our applicants on the services we<br>ng involved with us, how we allocate homes and<br>them | Housing Manager<br>Communications Officer                        |                        |           |       |
| e, useful information to assist them in<br>aximise   | Housing Manager<br>Maintenance Manager<br>Communications Officer | December 2013          |           |       |
| ers have a say in the design and content of the  | Senior Staff<br>Communications Officer                           | October 2013           |           |       |
| to local groups and national agencies who,<br>association, can offer supportive advice and                 | Communications Officer   | June 2013              |           |       |



## Our Promises 2013-2016 *continued*

| What?  | Why?  |
|--|---|
| <b>Staff &amp; Committee</b>   |   |
| Have a dedicated point of contact for all tenant participation matters   | To ensure consistency of service to tenants   |
| Provide all new members with an induction on tenant participation and communication  | <ul style="list-style-type: none"> <li>To engrain from the outset our commitment to making it easy to participate in and influence</li> </ul>   |
| Provide training to staff and committee at suitable intervals on equalities issues and tenant participation                              | <ul style="list-style-type: none"> <li>To provide a service where every tenant's needs recognised and is treated fairly</li> <li>To engrain from the outset our commitment to making it easy to participate in and influence</li> </ul> |
| To ensure the residents group section of the staff & committee internal Intranet is kept up to date with activity, agendas, minutes etc. | The Intranet is available to both staff and tenants, so communications internally benefits tenants and raises awareness of the residents group issues   |
| Continue with our 'open door' policy for all staff   | To allow tenants and other customers to be able to easily visit, speak to or make contact   |
| <b>General Knowledge/Continuous Development</b>  |   |
| Continue membership of Tenant Participation Advisory Service (TPAS)  | To benefit from TPAS' 30 years of experience with organisations, communities and landlords in our services  |
| Regularly attend Tenant Participation Workers' Forums, hosted by TPAS  | To benefit from experiences of others and share examples of good practice   |
| Provide regular Tenant Participation progress reports to the Management Committee  | Keep Management Committee informed of tenant involvement, developments in good practice   |
| Review this Tenant Participation Strategy every year (minor) and every 3 years (major review)  | Keep document up to date. Ensure compliance with Housing Acts(s) and Scottish Social Housing Charter  |
| Review our resource requirements for tenant participation in consultation with tenants each year   | To ensure we have the resources in place to meet our responsibilities regarding tenant participation  |
| Review our Information in Different Formats procedure every 3 years  | To recognise individual's needs and ensure we can respond by being able to deal immediately with requests in a way that allows them access to information   |
| Maintain and update our register of customers who require information in different formats   | Ensure equal opportunities for participation for all, including ethnic minority groups  |
| Explore technological advancements in our housing management and maintenance software  | <ul style="list-style-type: none"> <li>To improve communications with tenants (where applicable)</li> <li>To improve overall service to tenants</li> </ul>  |
| In conjunction with tenants and other customers, develop our approach to tenants becoming involved in assessing our performance          | To ensure that suitable options are available for tenants to become involved in assessing our performance   |
| Develop the communications features on our website and our use of social media   | To enhance opportunities for participation for tenants and other customers  |
| Develop the Get Involved section of our website  | To ensure there is up to date information available to improve communications with our tenants  |
| Develop a mutual exchange board on the website   | To provide access to this housing option  |

|   | Who's Responsible?                         | When?                    | Achieved? | Proof |
|---|--|--------------------------|-----------|-------|
| tenants and other customers   | Communications Officer                     | Ongoing                  |           |       |
| commitment to tenants and other customers finding<br>influence our decisions  | Senior Staff<br>communications Officer     | Ongoing                  |           |       |
| tenant and other customer has their individual<br>fairly and with respect<br>commitment to tenants and other customers<br>and influence our decisions | Senior Staff                               | Annually                 |           |       |
| F and management committee. Better<br>tenants and specifically in this case raises<br>es, action and  | Senior Staff<br>Communications Officer     | Ongoing                  |           |       |
| s to get the information the need from us by being<br>appointments with staff members at all levels   | All Staff                                  | Ongoing                  |           |       |
| experience and knowledge from working with tenant<br>lords to improve tenant and resident involvement   | Finance Manager/<br>Communications Officer | April 2014<br>April 2015 |           |       |
| working in the sector and gain and share  | Communications Officer                     |                          |           |       |
| ned on the progress and impact of tenant<br>practice and progress against this action plan  | Communications Officer                     | 9 times per year         |           |       |
| ompliance with requirements of legislation,<br>housing Charter indicators and outcomes  | Communications Officer                     | April 2014               |           |       |
| ace to meet and exceed our statutory<br>icipation   | Finance Manager<br>Communications Officer  | December 2013            |           |       |
| nsure fair access to housing and housing services<br>th customers who have information requirements,<br>information.                                  | Communications Officer                     | April 2014               |           |       |
| participation and involvement amongst disabled and  | All staff                                  | Ongoing                  |           |       |
| our tenants (and other customers where<br>nts (and other customers where applicable)  | All Senior Staff<br>Communications Officer | Ongoing                  |           |       |
| available for tenants and other customers to<br>formance at a level they feel comfortable with  | Senior Staff                               | March 2014               |           |       |
| ation and improve communications with our   | Communications Officer                     | April 2014               |           |       |
| on to enhance opportunities for participation and<br>ants and other customers   | Communications Officer                     | September 2013           |           |       |
| on for people looking for housing   | Housing Manager<br>Communications Officer  | September 2013           |           |       |

## Our Promises 2013-2016 continued

| What?  | Why?   |
|--|--|
| <b>Supporting tenants groups</b>   |  |
| To strive to attend all meetings of tenants groups that we are invited to and to offer support, advice and training as required            | So that the tenants group finds it easy to get the information they need about it, how and why we run it         |
| Provide annual grant and annual resources in kind committment to tenants groups in line with this strategy                                 | To confirm our support to these groups   |
| Invite tenants group to have a page on our website, in our Get Involved section  | To raise awareness of tenants groups and provide contact information and contact details for information         |
| <b>Customer Involvement</b>  |  |
| Continue to ask within our Housing Application form whether applicants are happy for us to ask for their views on our service              | To make applicants aware from the start that we want to hear their views to influence our decisions              |
| Continue to ask within our tenant sign up process whether tenants are happy to join our consultation register                              | To ensure that we can consult with as many tenants as possible and reiterate our commitment to consultation      |
| <b>Events</b>  |  |
| To record the details of customers who have fed back to the Association throughout the year and invite them to an annual 'thank you' event | To thank tenants and other customers for their feedback and build relationships to encourage sustainable tenancy |
| Hold a free informative tenant conference every two years  | To give tenants a wider range of opportunities to voice their views and express their views                      |
| Hold a Big Lunch event as introduced by the Eden Project   | To bring the community together for a shared meal and conversation   |
| Hold an Annual General Meeting and sponsored social event  | To keep shareholders informed of performance and to provide a social opportunity for shareholders                |
| Hold a variety of ad-hoc consultation/other tenant and other customer events as applicable   | To provide tenants and other customers with opportunities to participate as possible                             |





|  | Who's Responsible?                              | When?                               | Achieved? | Proof |
|--|---|-------------------------------------|-----------|-------|
| to communicate with us and get the information we need to make decisions and about the services we provide | Senior Staff<br>Communications Officer          | Ongoing                             |           |       |
| and provide recognition of the work that they do   | Communications Officer                          | April 2014<br>April 2015            |           |       |
| operating in our area and provide their views to interested tenants or other customers                     | Communications Officer                          | September 2013                      |           |       |
|  |   |                                     |           |       |
| outset that they are invited to participate in and   | Housing Manager                                 | Ongoing                             |           |       |
| many of our other customers as possible and  | Housing Manager                                 |                                     |           |       |
| tion   |   |                                     |           |       |
|  |   |                                     |           |       |
| s who have contributed for their assistance and to maintain involvement                                    | Communications Officer                          | November 2013                       |           |       |
| opportunities to participate in policy reviews and   | Senior Staff<br>Communications Officer          | October 2014                        |           |       |
| a few hours of fun, food and friendship  | Communications Officer<br>Centre81 Co-ordinator | July 2013                           |           |       |
| Performance and encourage participation  | Finance Manager<br>Communications Officer       | June 2013<br>June 2014<br>June 2015 |           |       |
| ers with as much information and as many   | Dependent on subject                            | As and when                         |           |       |
| le   | matter  | required                            |           |       |

# Appendix 1: About Us

## How we operate

So that you can participate fully, it's important that you know a bit about how we operate.

We are managed by a Management Committee of local volunteers, over half of whom are tenants. They make all the important decisions about how we operate and employ staff to carry out day-to-day duties and make recommendations to them.

The Management Committee meets monthly and the sub-committees meet; Housing Management and Maintenance (every two months); Finance, Staffing and General Purposes (quarterly).

## Legislation

The way we work is governed by lots of legislation, including, but not limited to:

Housing (Scotland) Acts 2010, 2001 and 1987  
Property Factors (Scotland) Act 2011  
Scottish Social Housing Charter  
Equality Act 2010  
Data Protection Act 1998  
Health and Safety at Work Acts  
Industrial & Provident Societies Act 1965  
Charity & Trustee Investment (Scotland) Act 2005

The majority of the policy changes we propose are to do with changes in legislation.

## Where we have come from...

We were established by local residents in 1984 and working in partnership with the Housing Corporation and with the Local Authority, set out to improve housing and regenerate the central and east areas of the town. This shows that tenant/resident participation was at the very core of our set-up! We were registered with the Housing Corporation in January 1985, so will celebrate 30 years in January 2015.

In the earlier years, our development work concentrated on the modernisation of the tenements in the town centre. When this work was finished, we embarked on a programme of new

building to provide more houses and flats for rent and for shared ownership.

In 1999, we acquired over 750 houses in Clydebank from the previous landlord, Scottish Homes, increasing our stock to over 1,100 houses and flats at that time, catering for all types of people including the elderly, disabled people and those with special needs.

We are registered Scottish Charity No. SC033962.

## Where we are now...

Today our aim to provide good quality, affordable housing remains to the forefront. The Scottish Housing Regulator has us as low engagement which means they are happy with the financial and performance information provided to me and with our current performance.. Our aim is to be everyone's first choice for housing.

## Our objectives

- To provide good quality, affordable housing, which meets the changing needs of our customers.
- To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community.
- To provide a first class maintenance service, which offers value for money and ensures the comfort and safety of our residents.
- To work in partnership with others, maximising opportunities for regeneration in Clydebank.
- To enable our customers to influence our policy and to participate in decisions, which may affect them.
- To ensure that our resources are adequate to deliver our objectives
- To promote social inclusion by applying principles of equality and diversity to everything we do.

## Our role as an employer

As we grow, our role as an employer becomes more

significant. We now have over 30 staff. We are committed to equal opportunities and received Positive about Disabled People accreditation again in December 2012. Our track record in staff training and development earned us Investor in People status for the sixth time in 2012. We have maintained our commitment to the standard longer than any other housing association.

### Our wider role

We embrace the 'wider role' we have in our community. This wider role is where we aim to improve the social, economic and environmental circumstances of our community, in addition to our primary role of building and maintaining homes.



An example of our wider role is the popular regeneration centre in Whitecrook, Centre81, which we own and

manage. The Centre runs a variety of classes for young and old throughout the week. Local community groups can hire centre facilities for discounted rates. There's also a café, community garden and community chickens. With funding from the Scottish Government's People and Communities Fund (PCF) we have employed a local person as a part-time garden co-ordinator until 2015.

## Appendix 2: Legislation and the Scottish Social Housing Charter

### The Legislation

The Housing (Scotland) Act 2001 (the Act) provides a legal framework for tenant participation to take place in Scotland. All local authorities and Registered Social Landlords (RSLs) such as housing associations have a number of new legal duties regarding tenant participation. These duties are outlined in Part 2 of the Act (Sections 23, 53, 54, 55 and 106).

The Housing (Scotland) Act 2010 refocused but does not supersede the Tenant Participation obligations of the Housing (Scotland) Act 2001.

Section 23 (The right to a tenancy agreement and information)

Tenants have a right to a written tenancy agreement and to receive information on:

- their right to buy provisions
- our complaints procedure

Before becoming a tenant, we must provide information on their right to buy and their responsibilities if they buy their home.

If tenants request it, they must be provided with information about:

- the terms of their tenancy
- our tenant participation strategy
- our rent setting and other charges policies
- our allocations policy
- our repairs and maintenance policy
- the decision making process on housing related matters
- obligations of the tenant if they exercise their right to buy

### Section 53 (Tenant Participation)

This section requires local authorities and RSLs to have a tenant participation strategy. It also places a duty on them to maintain a register of tenants groups meeting certain criteria. It sets out the criteria for registration or removal from the register and the procedures to be followed in relation to registration and removal.

It also provides a right of appeal for such groups in relation to registration and removal from the register.

### Section 54 (Consultation with Tenants and Registered Tenant Organisations)

This section outlines the provision to enable both individual tenant and registered tenants groups to be consulted by the landlord on issues affecting them. It also requires the landlord to take account of representations by the tenants or tenants groups, within a reasonable time scale. In addition, it sets out the relevant policies to which this applies, such as our allocation policy or rent setting policy.

### What is Tenant Participation (TP)?

This definition from the National Strategy for Tenant Participation – Partners in Participation (1999) we feel is still a good way to sum up tenant participation:

*“Tenant participation is about tenants taking part in decision making processes and influencing the decisions about housing policies, housing conditions and housing (and related) services. It is a two way process which involves the sharing of information, ideas and power. Its aim is to improve the standard of housing conditions and services”.*

This snippet from the Guide to Successful Tenant Participation – Scottish Executive (2005) is also useful:

*“Effective participation leads to better and more responsive management and this helps inform decisions about improving service delivery and providing value for money”.*

### The Scottish Social Housing Charter

The Charter was approved by the Scottish Parliament in March 2012 and came into effect on 1 April 2012. There was considerable consultation with tenants in social housing, social landlords, homeless people, other stakeholders and the Scottish Housing Regulator.

The purpose of the Charter is to improve the quality and services that social landlords provide by:

- stating clearly what tenants and other customers can expect from social landlords, and helping them hold landlords to account
- focusing the efforts of social landlords on achieving outcomes that matter to their customers
- providing a basis for the Scottish Housing



Regulator to assess and report on how well landlords are performing and therefore identify areas of strong performance and areas needing improvement

The Charter has 7 sections containing 16 outcomes and standards that apply to social landlords. 14 apply to us as 2 only applicable to Councils.

We go some way to proving we meet these outcomes by reporting to the Scottish Housing Regulator on 31 of the 37 indicators (6 only applicable to Councils).

Here is a summary of the 14 outcomes that are applicable to us:

### **The customer/landlord relationship**

**1. Equalities** - Social landlords perform all aspects of their housing services so that every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

**2. Communication** - Social landlords manage their businesses so that tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

**3. Participation** - Social landlords manage their businesses so that tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

### **Housing quality and maintenance**

**4. Quality of housing** - Social landlords manage their businesses so that tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) by April 2015 and continue to meet it thereafter, and when they are allocated, are always clean, tidy and in a good state of repair.

**5: Repairs, maintenance and improvements** - Social landlords manage their businesses so that tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.

### **Neighbourhood and community**

**6: Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes** - Social landlords, working in partnership with other agencies, help to ensure that tenants and other customers

live in well-maintained neighbourhoods where they feel safe.

### **Access to housing and support**

#### **7, 8 and 9: Housing options**

- Social landlords work together to ensure that people looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them, tenants and people on housing lists can review their housing options. Social landlords ensure that people at risk of losing their homes get advice on preventing homelessness.

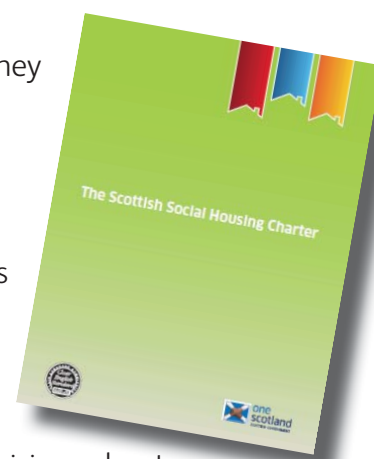
**10: Access to social housing** - Social landlords ensure that people looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and their prospects of being housed.

**11: Tenancy sustainment** - Social landlords ensure that tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations.

### **Getting good value from rents and service charges**

**13: Value for money** - Social landlords manage all aspects of their businesses so that tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

**14 and 15: Rents and service charges** - Social landlords set rents and service charges in consultation with their tenants and other customers so that a balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them, tenants get clear information on how rent and other money is spent, including any details of individual items of expenditure above thresholds agreed between landlords and tenants.



# Registering Your Tenants/Residents Organisation

Information on registering with us under the Housing (Scotland) Act 2001

We can give your organisation support in getting together all of the information below. Please contact Sinéad Boyle, our Communications Officer, if you need support with this.

We will maintain a Register of Tenants/Residents Organisations (RTOs). **The criteria for registration is:**

1. The organisation must have a publicly available written constitution that sets out:

- Its objectives and area of operation;
- How people can become members of the organisation;
- The way the committee will work;
- How people can become committee members/office bearers;
- How the business of the organisation will be conducted;
- How decisions will be reached democratically;
- How funds will be managed;
- Arrangements for public meetings;
- Arrangements for an annual general meeting (AGM);
- How changes can be made to the constitution;
- Its commitment to the promotion of equal opportunities;
- Its commitment to the promotion of the housing and housing related interests of tenants

2. The organisation must have a committee that:

- Is elected at an AGM (after the first year);
- Has at least three members;
- Can co-opt others onto the committee during the course of the year;
- Has elected office bearers;
- Can show that decisions are reached democratically; and
- Promotes equal opportunities

3. The organisation must operate within:

- A defined area which includes housing stock owned and managed by us; or
- Membership of the organisation and participation in its activities must be open to all eligible tenants within its defined area of operation

4. The organisation must have appropriate accounting records and present an audited, annual, financial statement to their AGM.

5. The organisation must demonstrate that it is committed to representing the interests of its members and that, when consulted by the registered landlord, it can represent the views of its members who are tenants of the registered landlord in its defined area of operation.

6. The organisation must accept and abide by our statement of ethical standards

## Application for Registration of Tenants' Organisations (RTOs)

An application for registration is available on page 27. The organisation must also give us the following information:

- The written constitution;
- The names and contact details of committee members (identifying the office bearers); and
- A statement which demonstrates 5.

It is recognised that groups may comprise a mix of tenants and residents. There is nothing to prevent a mixed group of tenants and residents applying to be registered provided they meet the necessary criteria and provided there is a mechanism in place within the RTO for the views of the tenants of that landlord to be sought, for example, through tenant only surveys or tenant sub-committees.

**Remember if you need any help or clarification, please contact Sinéad at the office.**

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# Application for Registration of Tenants/Residents Organisation

Please read our leaflet 'Registering Your Tenants/Residents Organisation' before completing this application. All information asked for should be included with this application.

Name of Organisation:

Contact Name:

Contact Address\*:

Contact Telephone No:

E-mail:

Approximate Number of Members:

Area of Operation:

Chairperson:

Vice Chairperson:

Secretary:

Treasurer:

Meetings usually held (date and time):

We enclose our constitution, names and contact details of committee (identifying office bearers) and a statement which demonstrates no. 5 of the criteria:

Please note that the above details will be published in our publicly available Register of Tenants and Residents Organisations. \*If you would prefer, the address can be care of the Association for the purpose of the register. By signing, we accept and will abide by the Association's statement of ethical standards.

Signed: \_\_\_\_\_

Position Held: \_\_\_\_\_

Date: \_\_\_\_\_

If you need this form in Braille, large print, on CD or in any other language, please contact us.

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# Register of Registered Tenants Organisations

As at May 2013

|  |  |
|--|--|
| <b>Name of organisation:</b>               | Radnor Park Multis Tenants and Residents Association                               |
| <b>Contact person:</b>                     | Rosemary McCormack, Secretary  |
| <b>Contact address:</b>                    | 6D Lusset View, Radnor Park G81 3DA  |
| <b>Contact number:</b>                     | 0141 562 5219  |
| <b>Area of operation:</b>                  | Radnor Park Multi Storeys (7 no.)  |
| <b>Chairperson:</b>                        | Tom McCormack  |
| <b>Vice Chairperson:</b>                   | Tom Winter   |
| <b>Treasurer:</b>                          | James Stewart  |
| <b>Secretary:</b>                          | Rosemary McCormack   |
| <b>Minute Secretary:</b>                   | Derek McKenzie   |
| <b>Meetings held (usual time/date):</b>    | Committee meetings held on a Monday, monthly generally excluding July and December |
| <b>Approx. tenants represented:</b>        | 390  |
| <b>Approx. sharing/owners represented:</b> | 2  |
| <b>Date of application to register:</b>    | 22 June 2005   |
| <b>Date of acceptance to register:</b>     | 23 August 2005   |
| <b>Dates of latest re-registration:</b>    | 26 February 2013   |

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Please read Section 9 before completing this application

**Name of organisation:**

**Contact name:**

**Have you registered with us?**

**Purpose of grant:**

**Please provide all relevant details below:**

For attendance at training/seminars/conferences, you will need to include the date, time, purpose and host of the event etc. Please note that receipts will be required for all training grant provided.

**Total cost:**

**Amount of grant requested:**

**Group contribution** *(should be approx. 50 %):*

**Signed:**

**Position:**

**Date:**

**Signed:**

**Position:**

**Date:**

**For Office Use Only**

**Approved: YES/NO**

**Amount:**

**Decided by:**

**Group notified:**

**If you need this form in Braille, large print, on CD or in any other language, please contact us.**

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Please read Section 9 before completing this application

**Name of organisation:**

**Contact name:**

**Have you registered with us?**

**Purpose of grant:**

**Please provide all relevant details below:**

For the purchase of equipment, you will need to include the use of equipment, where it will be located, who will have access to it and so on. For holding an event, you will need to include the date, time, target audience, venue, transport requirements, whether money will be collected from participants etc. For grant for any other reason, please check with us what details are required. Please note that receipts will be required for all special grant provided.

**Total cost:**

**Amount of grant requested:**

**Group contribution** *(should be approx. 50 %):*

**Signed:**

**Position:**

**Date:**

**Signed:**

**Position:**

**Date:**

**For Office Use Only**

**Approved: YES/NO**

**Amount:**

**Decided by:**

**Group notified:**

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# Application to Get Involved!

We would like tenants and other customers to find it easy to participate in and influence our decisions, at whatever level they feel comfortable.

Tenants and other customers can get involved in our decision-making process in many ways. We want to shape our services to reflect their views.

If you would like to get involved and give your views on how we can improve any aspect of our service, PLEASE don't hesitate to get in touch or complete and return this form to us.

**Name:**

**Address:**

**Contact Telephone No:**

**E-mail address:**

Please tick as many as you wish

**I/we would like to join the Association's consultation register**  
(if you want to have a say in how we do things)

☐

**I/we would like to be invited to any focus group meetings the Association has**  
(to discuss specific aspects of our service)

☐

**I/we would like information/help about setting up a tenants group**  
(to find out about the benefits)

☐

**I/we would like information on becoming a shareholder**  
(to attend our Annual General Meeting)

☐

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**If you need this form in Braille, large print, on CD or in any other language, please contact us.**

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# Sample annual grant letter



SB/

April 2013

## Sample annual grant letter 2013/2014

Dear Secretary

### Offer of Grant: 2013/2014

On behalf of Clydebank Housing Association (the "Association"), I offer to X Tenants and Residents Association, (the "Tenant/Residents Group") a grant to assist you with the running of your Tenant/Residents Group.

I enclose the Assessment of Resources formula which shows how we will provide financial support to new and existing Tenant/Residents Groups (Appendix 1).

Payment is subject to the following conditions:

### Level of Grant

The grant payable to the Tenant/Residents Group will be £1,280.00, as we have 390 tenants in the Radnor Park area.

### Grant Payment Period

The grant will be paid by cheque, on receipt of the Acceptance of Offer of Grant: 2013/2014.

### 1. General Conditions for Payment

- 1.1 The Tenant/Residents Group provides a list of its committee members and office bearers to the Association, and advises them within two months, of any change.
- 1.2 The Tenant/Residents Group has a constitution and membership policy in place which is acceptable to the Association in terms of tenant representation.
- 1.3 The Tenant/Residents Group holds regular General, Public and Committee meetings, minutes of which should be provided to the Association within a reasonable timescale.
- 1.4 That no excessive surplus exists from a previous year.
- 1.5 That the Tenant/Residents Group will manage this money responsibly with the benefit of the whole community in mind at all times.

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- 1.6 That the Tenant/Residents Group is registered or working towards registration as a Registered Tenants Organisation with the Association.

(Tenant/Residents Groups not registering or not working towards registration may be funded at a reduced rate).

- 1.7 The Tenants/Residents Group provide accounts or financial statements to the Association within six months of the end of the financial year in March.
- 1.8 The Tenant/Residents Group make an effort to raise funds for themselves.
- 1.9 The Tenant/Residents Group will not make payments in lieu of time or work carried out by Committee Members as this shall be done on a voluntary basis. Only reasonably incurred expenses shall be paid to Committee Members.
- 1.10 The Tenant/Residents Group have an account in their name with a bank or other recognised agency.

## 2. Default

In the event of any default, the Association may refuse grant payments and shall be entitled to recover all or part of the grant already provided. The occurrence of one or more of the following events will be deemed to be a default:

- 2.1 If the Association is in any doubt as to the validity of the Tenant/Residents Group's continuing eligibility for grant, including uncertainties relating to the validity of use of funding.
- 2.2 If the Tenant/Resident Group ceases operation.
- 2.3 If any information provided to the Association by the Tenant/Residents Group for grant to be awarded is found to be false or misleading to any extent.

Please note that your Tenant/Residents Group may apply for special or training grants, as detailed in Appendix 1. Please note that resources in kind can also be provided. A separate letter will be sent to you about this.

Please complete and return the acceptance to our office and we will send your grant on receipt.

Please do not hesitate to contact me if you have any queries.

Yours sincerely

**Clydebank Housing Association**

Sinéad Boyle  
Communications Officer

Enc: acceptance form

## Sample annual grant letter continued

### Acceptance of Offer of Grant: 2013/2014

---

Date: \_\_\_\_\_

Sinéad Boyle  
Communications Officer  
Clydebank Housing Association  
77-83 Kilbowie Road  
Clydebank G81 1BL

Dear Sinéad

On behalf of X Tenants and Residents Association I formally accept the conditions of the offer of grant, totalling £, for 2013/2014 and look forward to receiving the grant on receipt of this acceptance.

Committee Member 1 (printed): \_\_\_\_\_

Position: \_\_\_\_\_

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Committee Member 2 (printed): \_\_\_\_\_

Position: \_\_\_\_\_

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

## Appendix One

### Financial Support Provided by Clydebank Housing Association

|                | Amount/Formula  | Criteria  |
|----------------|---|---|
| Start Up Grant | £200 for 0-250 tenancies represented                      | For groups aiming to set up as properly constituted body, the grants are for copying, postage, hire of meeting rooms, telephone calls and publicity etc. Groups should fulfil a number of conditions such as representing one of our areas of operation, having a bank account or other recognised agency that can hold the money; that basic records are kept and that the group can demonstrate that it is developing into a properly constituted and representative body. To make sure this criteria is being met, we may request to have a member of staff present at their meetings. |
|                | £300 for 251-500 tenancies represented                    |   |
|                | £400 for 501+ tenancies represented                       |   |
| Annual Grant   | £400 + £2.00 per tenant for 0-250 tenancies represented   | Paid to properly constituted groups for running costs. Criteria for payment to include:<br><br>- a constitution and membership policy in place and acceptable to the RSL to ensure the group is representative<br><br>- the group has regular General, Public and Committee meetings<br><br>- that no excessive surplus exists, which is defined as more than a years' grant amount   |
|                | £500 + £2.00 per tenant for 251-500 tenancies represented |   |
|                | £600 + £2.00 per tenant for 501+ tenancies represented    |   |
| Special Grant  | Not usually exceeding £750.00 in any one year             | Applications will be considered for one off expenditure such as a conference attendance, purchase of equipment, organised excursions etc.*  |
| Training Grant | Not usually exceeding £750.00 in any one year             | Applications will be considered for attendance at training courses, seminars, conferences *   |

\* With Special and Training Grants there will be an element of 'reasonableness'; that the request fits in with the group's activity and does not duplicate grants already awarded. There should usually be a contribution of approximately 50% from the Tenant/Residents Group

# Sample annual resources in kind letter



SB/

April 2013

## Sample Resources in Kind letter 2013/2014

Dear Secretary

### Support in Kind for Tenant/Residents Groups

Just a short note to let you know that we can provide resources in kind to your Tenant/Residents Group, as well as financial support, such as:

- a) providing plain A4 paper
- b) providing labels/envelopes
- c) free daytime use of our board room for meetings/training (seats 20 people)
- d) printing your letterhead paper
- e) providing additional black and white printing on agreement (colour provided at cost price)
- f) including a member of the your Association in our training programme (for example, certain Committee training)

It is stated in our Tenant Participation Strategy that we can only provide the above (c – f) where it does not interfere with the day to day running of the Association.

Please contact me if you would like more information or to take advantage of any of the above forms of support.

Yours sincerely

**Clydebank Housing Association**

Sinéad Boyle  
Communications Officer

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